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With the Compliments of
J. LYONS & CO. LTD.

The Symbol of Public Service



*Yours sincerely,
Nappy*



The Romance of Lyons

FIFTY years ago, teashops as we know them today did not exist. The public had to get meals from home as best they could ; good meals were expensive.

The possibility of starting a catering business that would offer a new public service was discussed at Liverpool in 1887 by four men of vision—Mr. Montague Gluckstein, Mr. Isidore Gluckstein, Mr. Alfred Salmon, and Mr. (afterwards Sir) Joseph Lyons. The outcome of their talk was a brief agreement jotted down on a single sheet of notepaper.

The newly-constituted firm of four started work the same year by securing the catering contract for the Newcastle Jubilee Exhibition. They put up a kiosk and served the best tea at 2d. a pot instead of 3d. a cup, which was the prevailing charge at that time. Another bold step was the engagement of a Hungarian orchestra under the famous Barcza at the then unprecedented salary of £150 a week. The three principles of popular prices, comfortable bright surroundings, and entertainment led to immediate success, despite the gloomy prophecies of less progressive rivals.

After further achievements at the Glasgow Exhibition and the Franco-British Café and Restaurant, Paris, 1889, the new firm turned its attention to the great task of catering for London. The initial step was in connection with the first Barnum and Bailey Show at Olympia. J. Lyons & Co. Ltd. have held the catering contract for that building ever since.

The first Lyons' Teashop—which still exists—was opened in September, 1894, at 213 Piccadilly. It was the forerunner of those familiar white-and-gold Teashops that are now as definitely British institutions as the lions in Trafalgar Square.

The charges have always been similar in each Lyons' Teashop, irrespective of locality. This was, and is, one of the secrets of their success, for the name Lyons has thus come to convey to the public a standard of good quality at reasonable prices.





A typical Lyons' Teashop

To supply meals on an economic basis, and to safeguard every stage of their manufacture and delivery, great bakeries and factories were established at Cadby Hall, London. So great became the demand for Lyons' Tea for home consumption

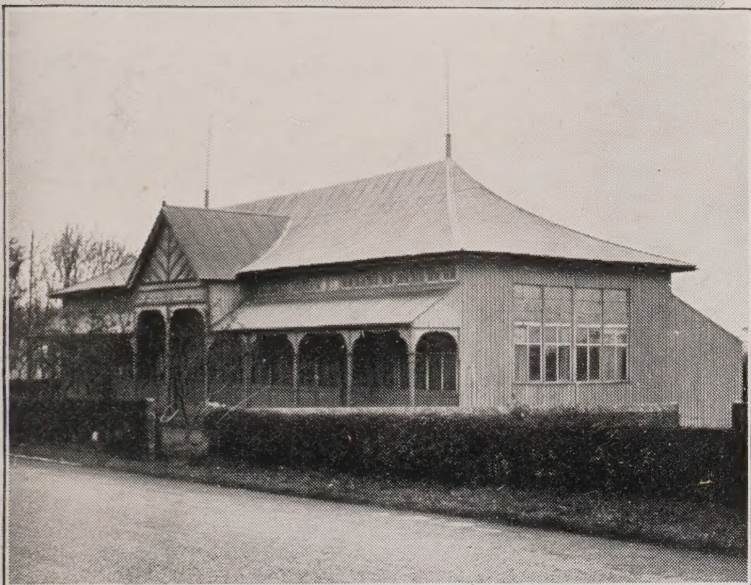
that a vast factory was built a few miles out of London at rural Greenford, where Lyons' Tea, Coffee, Chocolates, Cocoa and Confectionery are now prepared. This side of the business has developed to such an enormous extent that today Lyons' products are sold not only in their own establishments but also in dealers' shops through the length and breadth of the land, and in most countries and colonies abroad.

Outside catering activities grew apace; garden parties, banquets and wedding receptions came within the scope of the firm in great numbers. Contracts were entrusted to the Company for functions at Windsor Castle and Buckingham Palace. Lyons have carried out some of the world's greatest catering contracts—8,000 guests served by 1,500 Nippys at the Masonic Banquet (luncheon) at Olympia in 1925; 7,000 guests at the late Lord Northcliffe's 'Daily Mail' Banquet (luncheon) at Olympia in 1921; 8,000,000 meals served in the first year of the British Empire Exhibition at Wembley in 1924; and, in 1931, a six-course hot dinner served to 3,000 Freemasons at Olympia, by 650 Nippys.

A scheme for a high-class West End restaurant was embarked upon in 1896.

Today, 1910, 1897 and 1894





*Lyons' Pavilion at Newcastle, 1887
(now a local village hall)*

In that year, the lease of the Trocadero Music Hall was acquired, and the Trocadero Restaurant was built—now famed for its cuisine in every capital in the world. The firm also planned super-cafés to provide the public with unique facilities at popular prices. Thus came into existence their Corner

Houses and Maisons Lyons in London ; their State Cafés and big establishments in other cities. At Lyons' Corner House, Coventry Street, London, which is open day and night, the number of people served every twenty-four hours averages 25,000. Bands play on four of the five floors. There are soda fountains, cafés and a brasserie. There is an apéritif bar and buffet, and a general shopping centre which includes provisions, cooked meats, fruit and flowers, confectionery, cakes, chocolates, biscuits, wines and spirits, and tobacco departments. There are also de luxe hairdressing salons, a shoe-shine parlour, a theatre booking office and a telephone bureau.

A second Corner House is at Charing Cross.

A third Corner House was opened in 1928, at the junction of Tottenham Court Road and Oxford Street ; and in October, 1933, the Maison Lyons Corner House was opened at Marble Arch. W. Continental brasseries at three of the Corner Houses are popular developments of recent years.

*Freemasons' Dinner,
March 12, 1931, at Olympia*





Cumberland Hotel

up-to-date frock designed, with the idea of making waitresses stylish, 'human' and comfortable. So, on January, 1, 1925, patrons of Lyons' Teashops found the old waitress transformed into the modern smart Nippy. The name, with all it signifies, caught the imagination of all classes of people, with the result that Nippy, otherwise the Lyons' waitress, has become known throughout the world as "the Symbol of Public Service." Another Lyons' personality is Sally—the Salesgirl; she sells 550 good things at the shopping counters in Lyons' Teashops.

* * * * *

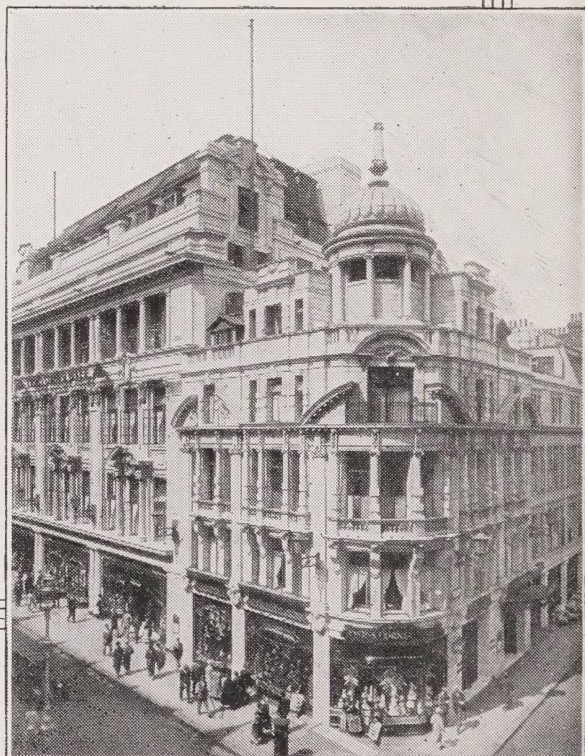
A noteworthy venture was the opening on December 12, 1933, of the CUMBERLAND, at Marble Arch—the world's most modern hotel.

It has one thousand bedrooms, each with its own private bathroom and lobby. Its decorations and ventilation are unique, and it is complete with every modern ingenuity and service for the comfort of its patrons.

The hotel was honoured by the visit of King George V. and Queen Mary two days before the public opening.

No account of the growth of Lyons would be complete without mention of Nippy. The aim of the Directors has been always to elevate and dignify the word 'service.' They decided to remove from the garb of the waitress every possible semblance of servitude. They had an

*Lyons' Corner House,
Coventry Street, W.*





Cadby Hall

From an article by ARTHUR MACHEN

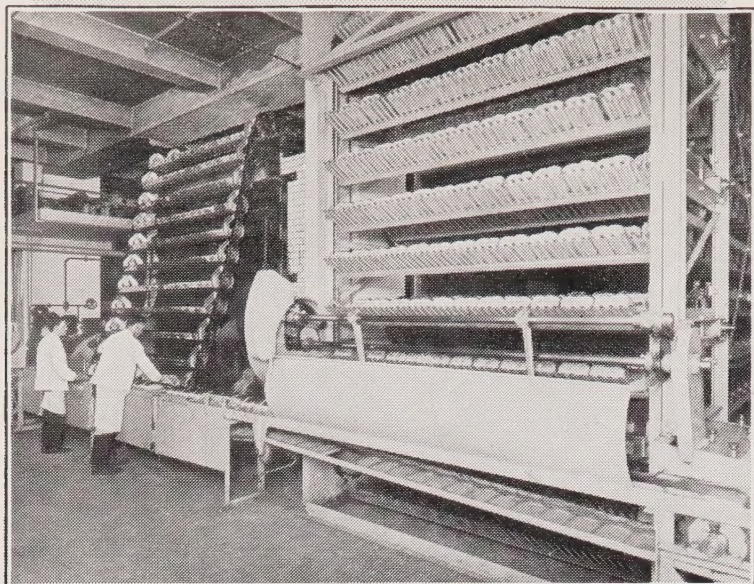
(Author of the "House of Souls," "The Bowmen," etc.)

A while ago, I was standing in a vast room on one of the many floors of Cadby Hall. At one end of it a great metal chute came down from the floor above ; and down the chute flowed a mighty river of dough, never ceasing. At the bottom of the chute dwelt a mechanical goblin, which fell upon the dough, and so worked with it that two plump rolls, shaped like the roly-poly pudding of our fathers, issued forth and appeared on an inclined plane. That plane was moving, and never ceased to move ; and the two dough rolls disappeared from the line of vision, to be instantly succeeded by two others, exactly like them. And they slid down and went their way, giving place to their successors, and so on, as it seemed, to the infinity of the mathematicians, which is a long way off, being beyond both time and space.

I looked along the great room, and perceived that the moving incline became a moving platform. And on it, as far as the eye could see, the rolls of dough went two by two in procession, going on and on till they passed into a huge house of iron ; and this was the moving oven, oil-heated. Through this cunning apparatus the rolls of dough slide slowly on inevitably, going at such a pace that when they at last issue forth they appear as loaves with just those golden heads of appetising crust that I remember long ago.

But their trials do not end here. They pass on into a kind of rack full of shelves which all move, and go to and fro, and from side to side, and up and down, in a kind of solemn and antique dance. Here the loaves





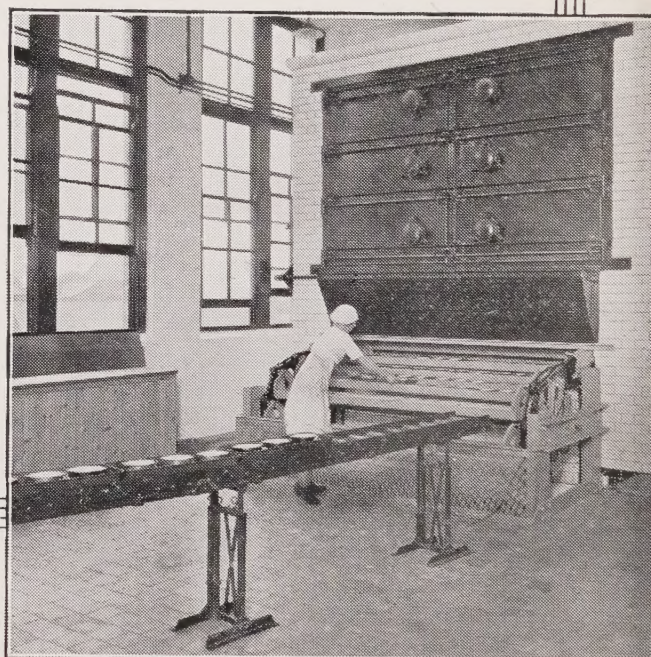
*Bread Bakery—travelling oven and
cooling conveyor*

are being cooled and aired ;
and again they start on their
journeys, and pass on, and
fall into the hands of yet
more goblins of mechanism
which wrap paper about
them, and so send the loaves
on their journeys into the
outer world ; over 5,000 of
them every hour of the day.

And from the moment of the mixing to the moment
of delivery at your door, no hand of mortal man or
woman has touched those loaves, no hand at all, save the
hands of the mechanical goblins, who do greater marvels
than those performed by the goblins under the rule of
Suleiman-ben-Daoud, on whom be peace !

But the goblins are busy in every quarter of this vast
Cadby Hall ; rampant on every floor of it ; never ceasing
their work of taking hold of every kind of raw material
that goes to the making
of bread, rolls, Dundee Cakes,
Scotch Madeira Cakes, Cherry
Cakes—cakes of every kind ;
all the family of tarts and
cheese cakes, as Sancho Panza
called them, Swiss Rolls in
their varieties, and Meringues
and Macaroons and Petits Fours.
Cadby Hall is also the home of
Ice Cream, of which more than
three million portions in a day

Dundee Cakes—special oven





Part of Cake Bakery

You see the mixture travelling on two endless steel bands towards the oven. After five minutes in this giant furnace it emerges cooked and golden, in flat layers ; this at the rate of 3,000 large Swiss Rolls or 5,000 small Swiss Rolls every hour.

Then the mixture, having been cooled to the requisite temperature by purified air, rolls on again ; and, as it journeys, a machine of the goblin family coats it smoothly with cream, or with jam, or with chocolate, according to the order.

And there are various delicacies which are to be put into boxes. Squares of cardboard lie before you ; they go on their way and fall into the mechanical hands which pat and persuade, and turn here and twist there, and in a moment the flat

are sometimes served ; of lemonade and orangeade, made daily from fresh fruit ; of pies, puddings, dumplings and many cooked foods.

And now to follow the migrations of the Swiss Roll.

His Worship the Mayor of Hammersmith performing the annual ceremony of "Stirring the Christmas Pudding" at Cadby Hall, 1936.





A happy Bakery Worker

floor below, and Addison Road Station, and the myriad shops, and the other ends of the earth. Floor after floor it is the same story ; whatever is to be done, the goblins—otherwise the most cunning machinery—are doing it, sometimes playing what seem to be the strangest tricks.

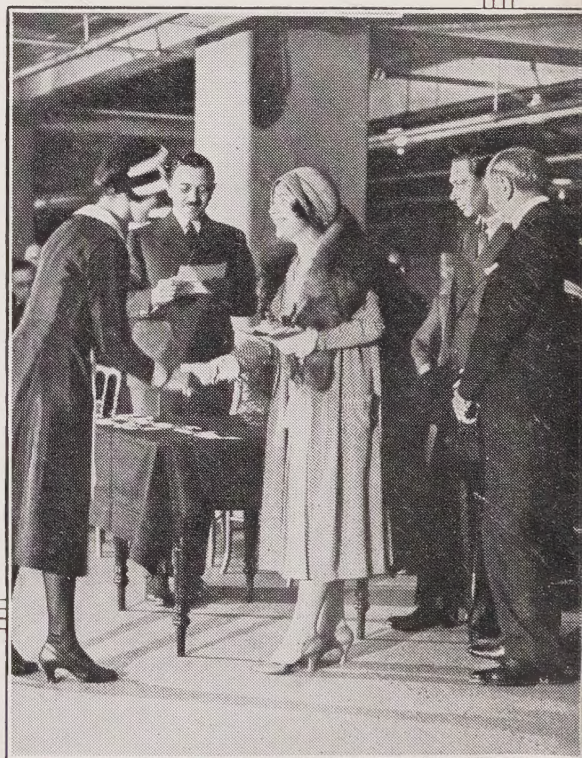
But let it be acknowledged : in this great factory of cakes and buns, rolls and loaves and dainties, there are certain operations which are beyond the most ingenious of the goblins, which no machine can perform.

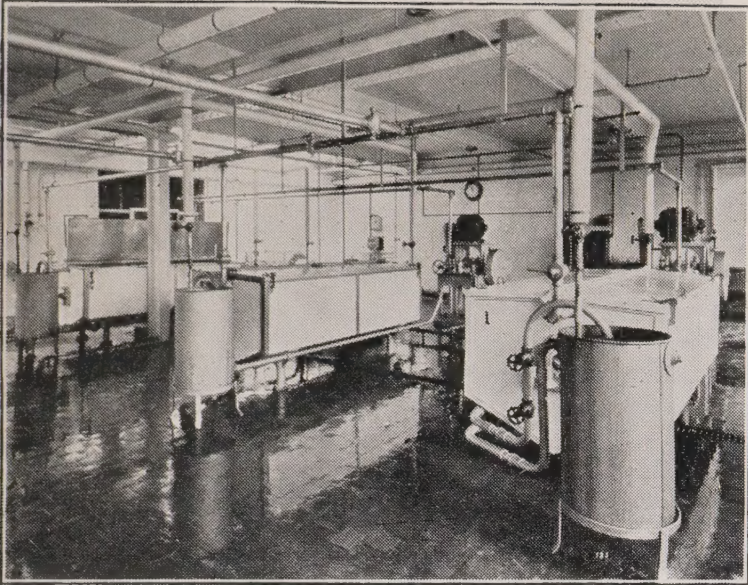
I saw a girl sitting before one of the racks on which the fruit appeared for a moment. Now and again she saw a raisin that was not

cardboard has become a neat and accomplished box, so mysteriously and so swiftly that I am sure Mr. Maskelyne's heart would be gladdened by the sight.

Such is the last stage in the romantic journey of the Swiss Rolls : the goblins clap them up securely in the boxes they have fashioned, and they label the boxes, and number and date the boxes, and send the boxes rolling on their way to the

Their Majesties (when Duke and Duchess of York) presenting the Nippy £100 prize at Cadby Hall





Ice Cream Factory. Part of the Mixing and Pasteurising Rooms

as smart in its appearance as a good raisin should be ; she grasped the offending fruit and threw it aside. So the Pride of Switzerland must be rolled by hand ; so the candied cherries and the scraps of angelica must

be added by hand to the Petits Fours. But there is no danger in this necessity. All the girls or men who have to touch what is to be eaten are obliged not merely to have perfectly clean hands, but to have manicured hands ; and I saw the special manicure room and the operators at work. There is the cleanliness which is sufficient for common needs ; there is the super-cleanliness which is required of operating surgeons and of nurses—and of the girls who touch the sweetmeats of Cadby Hall. And, in fact, there is a corner of this huge place which is a hospital on a small scale. There is a doctor, and a dentist, and a

staff of nurses ready to administer first-aid. The lad who hurts himself with a splinter does not tie a bit of rag round the place and carry on. He came into "Hospital Corner" while I was there, and the nurse, with the antiseptic dressings, tackled him in no time.

Visit of the King and Queen (then Duke and Duchess of York) to Cadby Hall, 1931



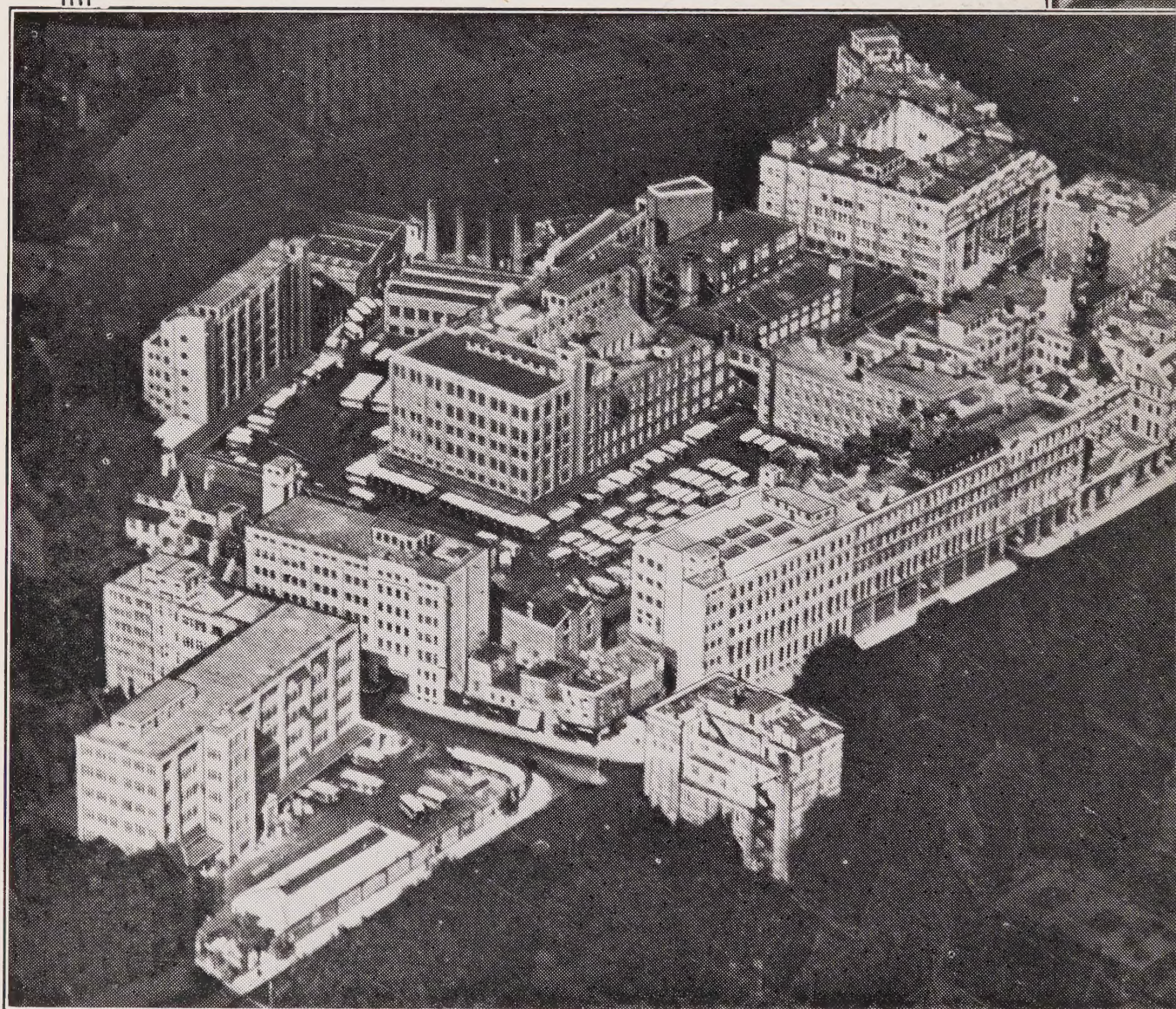


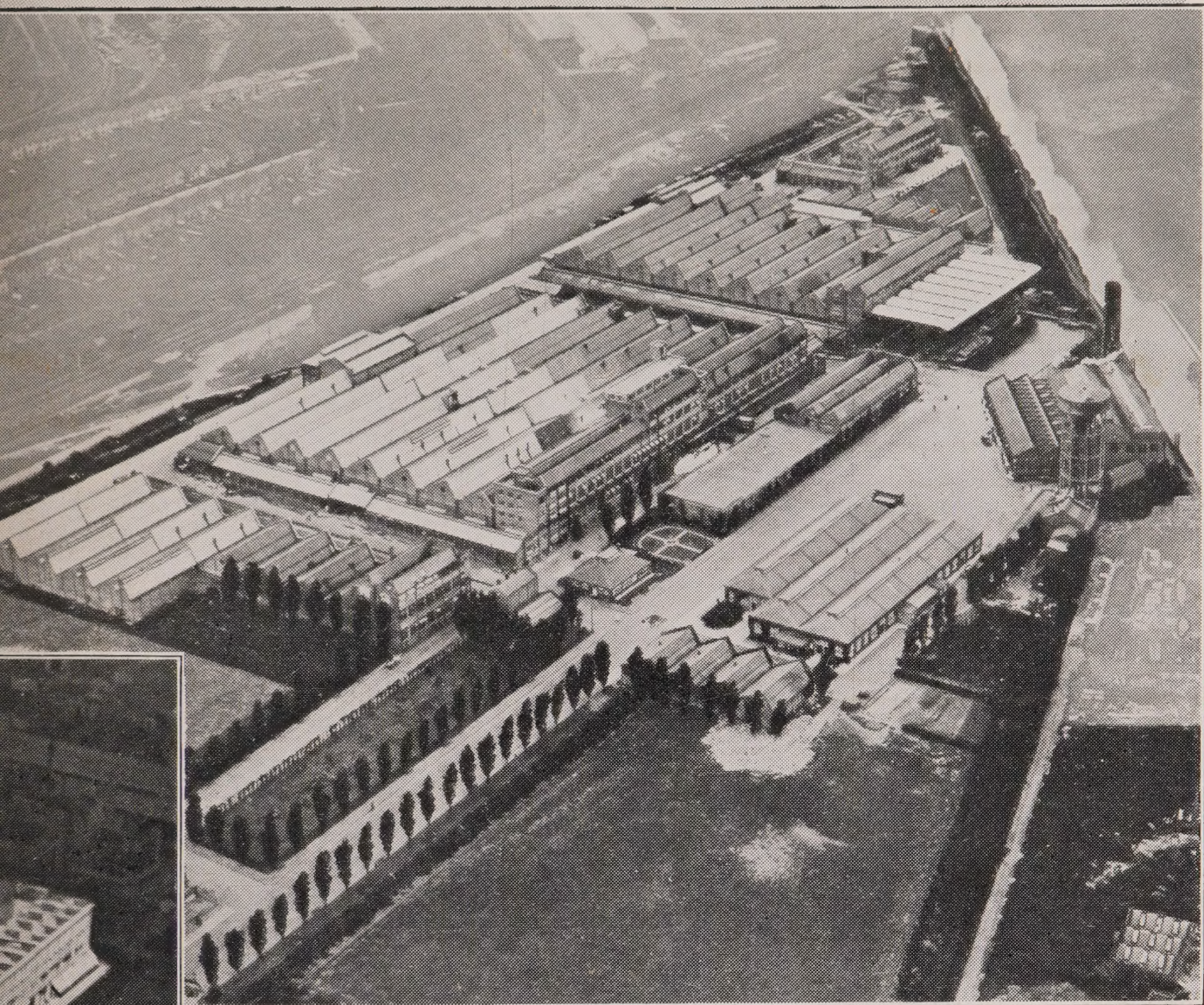
CADBY HALL

Cadby Hall, at Kensington, London, covers over 15 acres of land, and extensions and new buildings are being erected continually. Besides the Head Offices, Cadby Hall is occupied by the Bakeries, the Kitchens and the Ice Cream department.

There are auxiliary bakeries in Lancashire and Yorkshire, the Midlands, and also in the West and South of England, to meet provincial catering requirements.

Aerial view of Cadby Hall





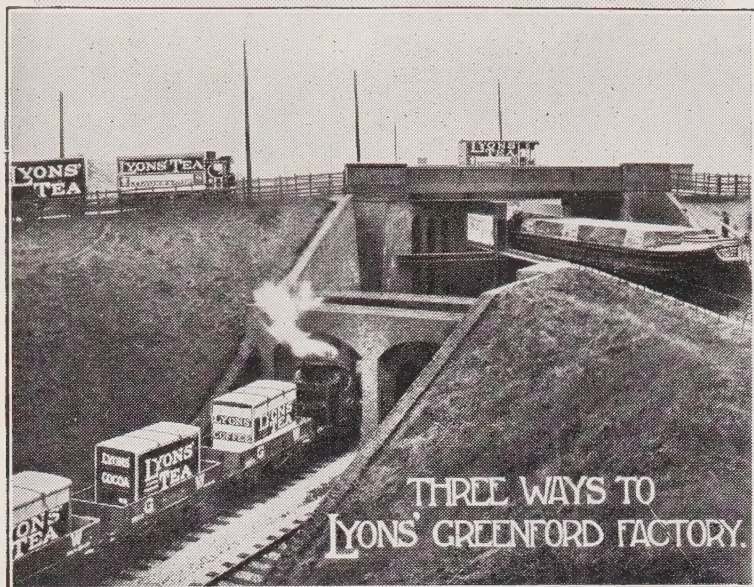
Aerial view of Greenford Factory

GREENFORD

Set in the prettiest and healthiest part of Middlesex, is Lyons' Greenford factory, an orderly array of buildings as spick and span as the familiar new pin. The design of the factory, which is on novel and practical lines, is entirely the work of the firm's staff.

It covers an area of 70 acres and deals with Tea, Coffee, Cocoa, Custard Powder, Toffee, Chocolates and Confectionery.





By road, rail and canal

TRANSPORT

The Company maintains an extensive road transport fleet of about 1,750 motors and horse vans. Contractors' vehicles are also used. There are vehicles varying from 15-ton motor lorries to 10-cwt. vans, Ice Cream refrigerator trucks, and in addition many light cars

for management and inspection purposes.

Road vehicles work between London and Manchester, Liverpool, Bristol, Nottingham, Birmingham, Southampton, Portsmouth, Brighton and other large centres from which local delivery routes radiate. Nearly 250,000 wholesale customers are served weekly by Lyons' road vehicles. There is a comprehensive fleet of publicity motor vehicles and demonstration cars which have become familiar features throughout the country.

Lyons' vans travel a mileage equal to twice round the world every day.

Goods are carried inwards and outwards by rail, canal and road, and the dock and shipping traffic is considerable.

Consignments of Tea and other commodities are despatched in sealed railway trucks to distributing depôts established in the railway companies' goods warehouses.

A feature at railway passenger stations is the express train traffic in Ice Cream & Pastries conveyed nightly to the extreme limits of the United Kingdom & Northern Ireland.

Unloading timber for box-making at Lyons' river wharf.





Greenford

From "A Box of Chocolates" by

H. V. MORTON

(Author of "Seeing England," etc.)

WHEN you have accepted the freedom of the Greenford Factory for an afternoon, as I did, you are unable to look a Lyons' Chocolate in the face again without seeing in a dream, as it were, the bustling drama of diverse activity that lies behind each one of them ; a drama of scientific manufacture.

The home of Lyons' Chocolates lies in open country some three miles from Ealing. The factory looks like a rich man's hobby. If Ford or Rockefeller or any other wealthy man had become suddenly obsessed with the desire to make chocolates for the sheer love of the thing, he would have built a factory exactly like the Greenford factory.

The bright, airy workrooms are a tribute to the Middlesex air. No film of smoke or grime defaces them. Broad avenues run between them. Green turf surrounds them, flower beds in the middle. You swiftly realise that it is possible now and then in modern commerce to transform an architect's ideal into a reality.

It is designed so that raw materials go in at one end and begin a steady march through the factory till they emerge at the other end as chocolates.

Chocolate Dipping, Greenford





*King George V. with Queen Mary
at Greenford*

Everything dovetails. There is no hitch anywhere. At one end cocoa beans, syrup essences, flour, honey, butter, cream, milk and eggs are unloaded ; at the other end trains are receiving

these same products in boxes, transformed into chocolates during their direct, unhesitating procession through the factory, and ready to be carried to the thousand channels of commerce that await them. Similarly, packets of tea, tins of cocoa and coffee, custard powder, toffee and sweetmeats emerge in their hundreds of thousands.

I entered room after room, tiled, washed clean as an operating theatre, in which strange machines revolved, mixing chocolate or the centres of chocolates. Great copper receptacles contained attractive pink, mauve, and white oceans of sweetness destined for the delight of mankind.

“ This,” said my guide, “ is the Dipping Room.” We entered a long, light room in which hundreds of girls dressed in brown overalls, their hair bound by neat caps, were sitting mysteriously engaged in an elusive atmosphere of warm chocolate and violets. I immediately noticed

*Overhead conveyor, photographed
from an unusual angle*





Workers and flowers at Greenford



their hands. I have been through hundreds of factories, but I have never seen hands like these before; soft, flexible hands with pinkly manicured nails. The girls sat on both sides of long marble tables covered with oceans of hot chocolate.

Before you or I could produce a chocolate as well dipped as a Lyons' Chocolate, we should have to spend a few hundred thousand pounds in erecting a special room for the purpose. Chocolates must be dipped in an atmosphere of 65 deg. Fahrenheit. The air in this room must be absolutely clean. Lyons' Chocolates are dipped in a room permeated by air that has been scientifically cleansed and temperatured.

In a small laboratory a number of men were solemnly eating chocolates. I have never seen anyone eating chocolates with the same queer expression.

"What are they doing?"

"They are testing for variation in flavour. A subtle difference in taste, not noticeable by the general public, is nevertheless corrected. These men have wonderful palates and can track down the very faintest variation."

Tea is served to the workers every morning and afternoon





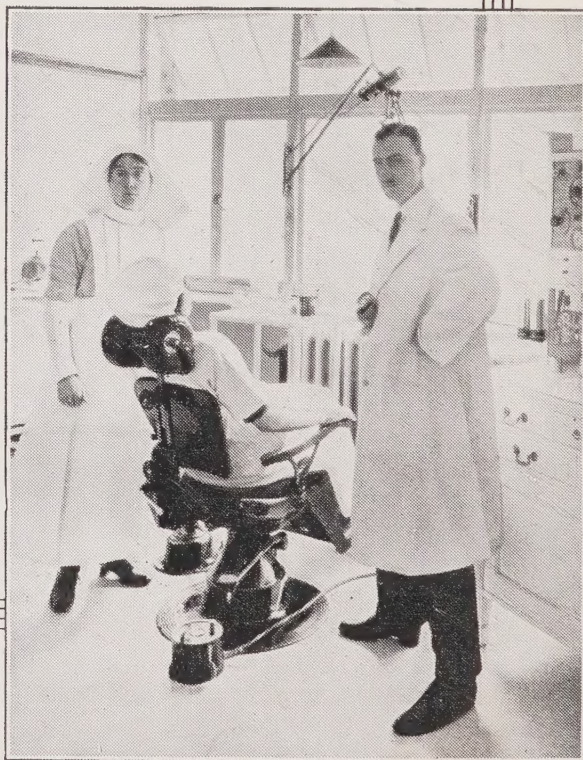
*Coffee Factory—overhead
conveyor and hoppers*

We continued the progress to the logical conclusion : vast packing and distributing rooms. In one, girls sat placing a uniform assortment into boxes ; in others, men moved about among pyramids of crates ; while at a dock-head waited a train and an army of motor vans. This was the end. Beyond I seemed to see millions of girls saying, “ Thank you, I adore them,” and millions of men buying chocolates as a sign of affection, a bribe to a nursery, an aid to courtship. Wonderful things, chocolates !

Then, suddenly, we came face to face across a lawn with a white building. The Welfare Centre. Inside, a white-aproned matron and nurses were busying about. A few girls in brown dresses came from an inner room admiring their hands. There was a model surgery, a shining place of plate glass, white rubber and white tiles ; a dental room, a rest room.

As we walked outside, three gardeners emerged from a greenhouse. They were talking about putting a bit more colour in the beds near the Dipping Room next Spring. They were also anxious about bringing a lawn up to scratch and training a rose arbour.

*Welfare—Dental Surgery
at Greenford*





Tea Packing—Greenford

A CUP OF TEA

Until one has seen Lyons' Tea Factory at Greenford, it is impossible to realise the wealth of detail and organisation necessary to produce a perfect cup of tea.

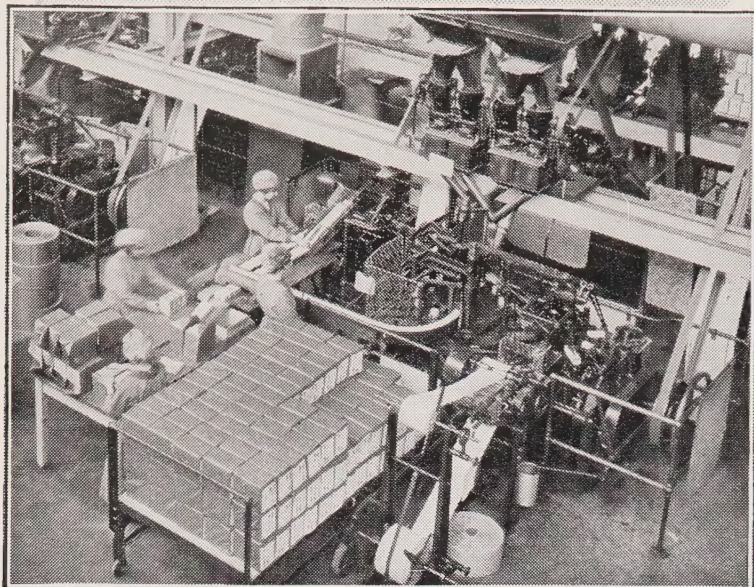
Thousands of chests of tea are brought each day by motor transport or by

barge direct to Greenford, where wonderful overhead conveyors carry them to automatic elevators. Blends are compiled by grouping together appropriate teas from various plantations of different countries, to produce the required standard of flavour, strength and quality. In the process of blending the teas pass through sifting, cleansing and cutting machines. As the tea is withdrawn from the blending drums, it passes over powerful electric magnets, which extract any stray metallic particles. It is again carefully tasted and checked before being released for packing.

Uncannily clever machines weigh out the tea, cut double wrappings of special paper, make the packets, fill, close and label them at the rate of seventy-five a minute—and automatically eject any packets that are not properly filled! From the time that the chests are opened to the time the housewife receives her packet of Lyons' Tea, the tea is untouched by hand.

Docks and Barges—Greenford





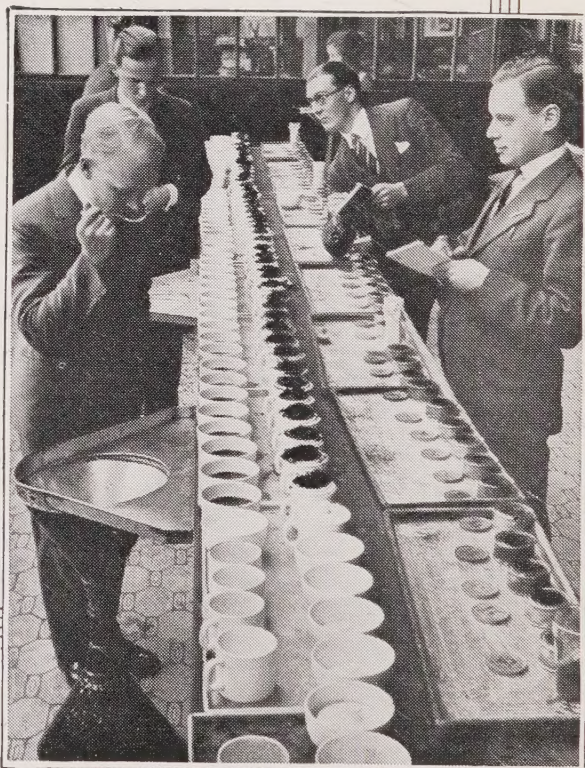
One of the Tea-Packing Machines

prepared and packed for export, to almost every country in the world.

Lyons' Tea is distributed through the Company's own transport system to every part of Great Britain and Ireland, even to the most remote country places, and Lyons' vans may also be seen delivering tea in Canada and France. Ships carry Lyons' Tea, specially

And here, in a room amidst hundreds of canisters of different teas, are tea-tasters whose watchful care and keenness of palate ensure the fine quality of every Lyons' blend. Samples from each variety are placed in tea-pots. Water that has just reached boiling point is then added (many people do not appreciate how much a cup of tea loses its flavour by neglect of this very important precaution). Milk completes the beverage, and, on the results obtained by the tasters, the various teas are graded for blending. Samples of drinking water from different districts and countries are tested, and blends created to suit them. These experts are very fond of tea—they taste a thousand brews each day. They are the guardians of the National Beverage!

Tea-Tasting





Lyons' Research Laboratories

RESEARCH

THE Research and Analytical Laboratories (opposite Cadby Hall) are housed in a specially-designed building, equipped with the most modern scientific apparatus. In this department some 150 scientific workers are continuously engaged in the analysis and study of the Company's products and of all materials used in their manufacture. These experts safeguard the purity, quality and

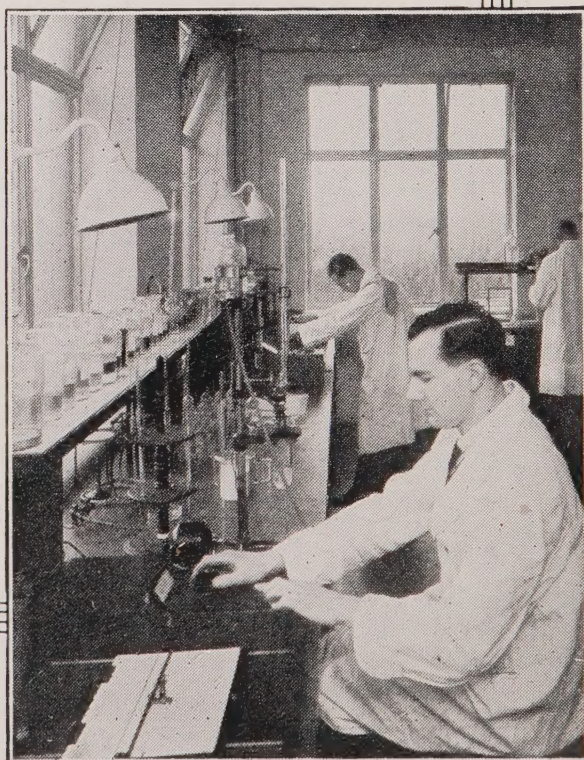
uniformity of the commodities before distribution to the public.

INDUSTRIAL PSYCHOLOGY

EXPERTS in this subject are employed at Cadby Hall and Greenford. The position of the worker, the adaptability of the chair or seat to the table at which

the work is being carried on, the disposition of the work and the elimination of laborious methods, are their constant study. They go from department to department, watching the work in progress, correcting faults and giving advice with a view to making the tasks as little irksome as possible so that fatigue and boredom shall be reduced to a minimum.

Physical Chemistry Laboratory





*Manicure Department at
Cadby Hall*

WELFARE

THE headquarters of the Welfare Department are at Cadby Hall. There are dentists, oculists, chiropodists and manicurists on the premises, and a doctor and trained nurses are continually in attendance. When necessary, visitors from the Welfare Department call at the workers' homes to advise them and to assist them in material ways.

There is also a first-aid department at Greenford, with dental and other clinics.

THE LYONS CLUB

THE LYONS CLUB, for the use of the employees, has over 22,000 members. The Club grounds, at Sudbury, Middlesex, cover nearly 100 acres and were bought by the Directors as a War Memorial.

To the already extensive amenities of the Club has been added an open-air swimming pool, built in the Club grounds for the use of members.

There is also a Club House by the river at Hammersmith, where facilities for rowing and indoor games are enjoyed.

Lyons Club Rowing Girls





Figures about Lyons

Number of employees of J. Lyons & Co. Ltd.	35,000
Number of meals served in Lyons' Restaurants, Corner Houses and Teashops in one year	150,000,000
Number of cups of Coffee sold <i>daily</i> , over - -	400,000
Number of menus used <i>per week</i> - - -	60,000
Number of packets of Tea sold <i>daily</i> , over - -	1,250,000
Portions of Ice Cream sold <i>daily</i> have reached over - - - - - - - -	3,500,000

<i>Output of</i>	<i>per week</i>
Swiss Rolls (various fillings) - - - -	750,000
Sponge and Jam Sandwiches - - - -	200,000
Small fermented goods (including buns) - -	1,500,000
Muffins and crumpets - - - - -	800,000
French pastries - - - - - - -	80,000
Sponge cakes - - - - - - -	1,000,000
Bread rolls - - - - - - -	2,000,000





STAFF

The Company is served by a permanent staff of thirty-five thousand people—a number unequalled by any other catering organisation. Almost every conceivable trade and profession is represented—there are accountants, scientists, artists, architects, electricians, butchers, bakers, cooks, confectioners, decorators, dressmakers and many others. There are also doctors, dentists, nurses, chiropodists and manicurists to look after the physical well-being of the mammoth staff. Lyons, who were the pioneers in providing music in English popular restaurants, spend no less a sum than £150,000 a year for the purpose, and employ several hundreds of musicians.

ESTABLISHMENTS

In addition to 260 Teashops, Lyons are the proprietors of the Trocadero Restaurant ; Popular Café ; four Corner Houses (at Coventry Street ; at Charing Cross ; at Oxford Street and Tottenham Court Road ; and at Marble Arch) ; two Maisons Lyons (in Shaftesbury Avenue, and in Liverpool) ; Angel Café, Islington, and Throgmorton Restaurant in the City. There are State Cafés in Liverpool and Manchester. There are also Teashops in Brighton, Eastbourne, Portsmouth, Bournemouth, Ramsgate, Margate, Southend, Bedford, Chatham, Exeter, Gloucester, High Wycombe, Hull, Reading, Shrewsbury, Southampton, Worthing, Birmingham, Leeds, Nottingham, Wolverhampton, Manchester, Liverpool, Blackpool, Bristol, Weston-super-Mare, Cambridge, Canterbury, Maidstone, Luton, Guildford, Great Yarmouth, Ipswich, Norwich, Plymouth, Oxford, Bath and elsewhere, making over 50 in the provinces alone.

OTHER FACTORIES

There are additional sections and distributing centres in various parts of London—these include the Dressmaking department at Orchard House, W.1 ; the printing works at Willesden ; laundries at Camberwell ; a school for Nippys at Orchard House, and at the Strand Corner House, W.C. ; and motor vehicle construction and repair works at Park Royal. There is a wine cellar of over one million bottles in the City.



